

AWARDS LUNCHEON & SILENT AUCTION

Join us on **Friday, December 2** at the **Hilton Richmond Hotel & Spa at Short Pump** for VSAE's most popular annual event, the **Awards Luncheon & Silent Auction**. Register now to see who will be recognized with the coveted VSAE 2016 Awards of Excellence. These awards will honor three VSAE members who have been chosen for going above and beyond in the association industry.

Kick off the season by doing some holiday shopping at the always popular Silent Auction, where you can bid on over 100 donated items, including gift baskets, event tickets, luxurious beach getaways, rounds of golf, and so much more. (Check out our current list of companies and individuals who have made a donation to the Silent Auction on page 6.)

Participate in this festive season by showing your pride in VSAE—donate an item to the Silent Auction. When you donate, you will be doing your part in supporting this year's local charity, **Log A Load For Kids Foundation**.

Log A Load For Kids began in 1988 when loggers and others in the forest products community donated the value of a load of logs to their local Children's Miracle Network (CMN) hospital. Funds help to improve children's health through treatment, education, and research at CMN hospitals and other local children's hospitals.

To register and to learn about donating items for the Silent Auction, visit vsae.org/silentauction. If you are unable to submit an item, but still want to make a difference, please consider making a cash donation to the Silent Auction Fund or donate a gift card for the Gift Card Tree raffle.

VSAE Approves New Strategic Plan

by *Barbara Homiller, CAE, President*
and *Brandon Robinson, CAE, Executive Director*

VSAE has seen a lot of change in the past few years. While the organization has always been adaptive, evolving to continually serve members, the visible results of these changes really began to emerge at last year's Annual Conference. At that event we unveiled VSAE's new brand identity. Shortly thereafter, the board of directors began a process to develop a new strategic plan. That process is now complete and VSAE has a new strategic vision for the organization.

Approved in September and announced to the membership at this month's Monthly Luncheon & Seminar, this new strategic vision enables VSAE to build on the successes of its history while positioning itself well for the future. The vision reflects the fact that many members view VSAE as the "gold standard" for association management. We achieve that vision by providing an opportunity in which our members can connect, learn, and lead.

continued on page 3 >

NEXT EVENT

AWARDS LUNCHEON AND SILENT AUCTION

Friday, December 2
Hilton Richmond Hotel & Spa
at Short Pump

SCHEDULE

Registration opens	10:00 a.m.
Reception & Silent Auction	10:30 a.m.
Luncheon & bidding close	12:00 p.m.
<i>Auction bidding ends at 12:00 p.m.</i>	
Live auction will occur at the beginning of the Luncheon.	
Awards of Excellence	1:30 p.m.

DON'T MISS THIS POPULAR EVENT!

Register online at vsae.org

UPCOMING EVENTS

SIG | Senior Staff

November 18

Topic: Technology used to enhance member services

Hosted at VA Society of CPAs

SIG | Meeting Planner

November 21

Topic: What's in Your Toolbox?

Hosted at VA Forestry Association

January Monthly Luncheon & Seminar

January 6

How To Get More Out of your VSAE Membership

Virginia Politics 2017

Dr. Robert Holsworth, DecideSmart
The Jefferson Hotel

Check out all events at vsae.org/upcoming-events



The Board Hangover

by Bob Harris, CAE

Hangover—A director at the board unable to let go of the past.

A hangover usually refers to “discomfort from overindulging.” More recently it is the name of a movie about a bachelor party in Las Vegas.

A hangover should not describe a board or any of its directors. It can be recognized by a statement such as, “I don’t trust you because last year I remember what a problem we had.”

In governance, a hangover is caused by a bad experience, bad behavior, or a bad year. For instance, the prior year of board service was

characterized as distrustful and unproductive. Directors complained they had no power while others seemed to have too much power. Meetings were characterized by trivia rather than achievement.

Most directors are able to get over the past and focus on the future. For them, a bad year is chalked up to experience.

But some directors cannot let go. You recognize it in their emails, their body language at the board table, and in their comments about feeling “left out” or disheartened by the processes. They are the “hangovers.”

REMEDIES

In science there is little agreement on treating a hangover.

In governance, letting go of the past and addressing the behavior may use varied approaches.

Guiding Principles—Many boards agree on a set of principles or values to guide their actions. Check to see that they include values such as communications (avoiding secrets), transparency (access to information), and collaboration (working as a team.)

If there has been a breach of the principles, for example secrets kept by the officers or staff, encourage open discussion about the concerns. The principles should frame board decisions.

Listen—When directors feel an injustice, take time to listen. Their feelings cannot be “swept under the rug.” Convene a meeting – outside of a duly called board meeting – in which directors and staff

are invited to speak openly and address concerns. The process of venting may be what it takes to move past the hangover.

Future Focus—A board’s job is to guide the future. If some directors insist on looking in the rear view mirror, basing decisions on the past, it will be injurious to progress. Reach agreement that directors’ focus should be on the future, not the past. Suggest the theme “Vision 2020” to drive discussions rather than talking about last year.

Use Dashboards—If distrust or misinformation is the problem, consider better reporting methods. Set some performance measures around the problems and commit to openly reporting. For example, if the board distrusts meetings of the executive committee, offer reports immediately following decisions. If finances were the concern, provide access to budgetary information. Identify a few areas where the board wants improved performance and report on them with agreed upon metrics and dashboards.

Call a Spade a Spade—It’s possible that a director simply cannot let go. In that case they will be unable to focus on the future and carry out their fiduciary duties. The board chair or officers should have a friendly chat about the problem. If the change in behavior seems futile, maybe there is a better role for that person or it is time to let go so the leadership can move on.

Hangovers, directors who can’t move forward because of past digressions in the organization, need to be addressed. Transform distrust into an environment that embraces collaboration, communication, and transparency to move forward.

Largest Raffle Amount Raised To Date



During November’s Monthly Luncheon & Seminar, the Community Service Committee raised \$574 to benefit the USO of Hampton Roads and Central Virginia. This is the largest monthly meeting raffle amount raised since tracking began in 2010. Pictured are (from left) **Tracie Grady**, VSAE; **Karen Licari**, USO Hampton Roads and Central Virginia; and the winner of the gift basket, **Joni Johnson**, Virginia Tourism Corporation.

ABOUT THE AUTHOR



Bob Harris, CAE, provides free governance tips and templates at nonprofitcenter.com and facilitates strategic planning on board orientation. Write him at bob@rchcae.com.

MEMBER SPOTLIGHT

Craig Toalson, CAE

Chief Executive Officer

Home Building Association of Richmond

What are you working on that is new and different?

A partnership with our association and ASK Childhood Cancer Foundation. We have established the HBAR/ASK welcome home program to make homes safe, accessible, and clean for young cancer patients in the Richmond area. I am also working to grow a mustache for charity. Check out my page at m4krichmond.org.

What do you like most about your job?

Seeing builders and suppliers work together for the common good. As a local association, our members compete every day with one another for the same customer. At HBAR meetings and events they set the competitiveness aside and work together to protect the housing industry.

What is your greatest challenge at work?

Helping long time members understand the need to change association programs and services in order to attract and retain the next generation of members.

What is the biggest issue facing you as an association executive?

Attracting and retaining the millennial member. We have had great success attracting the Gen X member but not the millennial member. We have to adapt to meet their expectations or we can kiss their memberships goodbye.

What do you enjoy doing in your time away from work?

Spending time with my wife, Emily, and two young boys, Preston (6) and William (4). We spend weekends on the baseball fields, soccer fields, or at Smith Mountain Lake in the summer.

Who have been mentors and/or role models in your life/career?

My father, Mike Toalson, is a long-time association executive. He has taught me a lot about working hard, opening lines of communication, and being fair and true to yourself. I also have learned a lot from every boss that I ever had to help me lead HBAR.

From my days in the car business with John Clement to my time spent at VADA with Don Hall. I also have to mention Bob Ramsey, CAE as a mentor. Bob has taught me a lot on how to be a good association manager.



What sports/teams do you root for?

Kansas City Chiefs and Kansas City Royals! I was born in Missouri and most of my extended family live in the Kansas City area. I root for all Virginia college teams, especially my JMU Dukes.

What advice would you give your younger self?

Be patient! Slow down, listen, and absorb. You must be proactive to positively affect change.

What was the last great piece of advice you received?

Wake up happy!

> **STRATEGIC PLANNING**, continued from page 1
The plan is focused on three strategic objectives. Below is a summary of the new plan and some of the ways we will accomplish these strategic objectives over the next year.

INCREASE MEMBER ENGAGEMENT

VSAE will increase member engagement by clarifying, promoting, and creating new interactive opportunities across the organization, with a particular focus on Shared Interest Group (SIG) participation, member-generated content, and a clearly defined path to volunteer and board service. We will begin by looking at the current mix of SIGs to ensure we have the right balance to match member needs. VSAE will also look at ways to share with the broader membership some of the content from the SIG meetings. Finally, we will analyze VSAE's current volunteer structure and look for ways to improve member engagement.

MORE INTENTIONALLY DEVELOP LEADERS

VSAE will more intentionally develop leaders in the association community by exploring formal

learning opportunities that define what it means to be an association leader and establish a clear trajectory for emerging leaders as they move through their careers. Leadership development is a very important topic for many associations, especially with the changing demographics in our country. VSAE will begin by exploring the creation of a leadership development program to help association professionals prepare for leadership positions.

BETTER SERVE THE ASSOCIATION COMMUNITY

VSAE will better serve the association community by focusing on high-quality content, continuously assessing programs and services for value and relevance, and exploring ways to deliver its offerings to an expanded audience. This work begins in 2017 by continuing to elevate the quality of content leaders VSAE offers at events.

This new strategic plan was developed with the input of members, at the direction of the board of directors, and with the guidance of our staff team at Eisenman & Associates. We

VSAE VISION:
To be the best at making associations the best.

VSAE MISSION:
Association professionals:
Connecting. Learning. Leading.

are very encouraged by the energy it brings our organization and how this will enable us to continue growing, to continue being the "gold standard" in association management, and to better serve you, our members, helping to empower you to be the best association professional you can be.

Moving forward, if you have any questions, please do not hesitate to reach out to **Brandon Robinson, CAE**, or anyone on the board, or your staff team.

What is the Value of Membership?

If you are like me, you are finding it pretty hard to believe that we are so close to the end of 2016. The year has truly flown by—which is generally an indication that it has been full of positive things. When it comes to what your association has accomplished, that is absolutely true. We as a collective membership have accomplished quite a bit in the last eleven months and the following are just a few highlights in particular. I think you will agree that VSAE continues to achieve the gold standard we strive for and we have each other to thank.

GROWTH

Our membership has done a lot of growing this year, hitting one of our highest levels in Executive membership. This means three things. First, each of you have more people with whom to engage, connect, and learn. Second, our membership is now more diverse, and therefore stronger, more knowledgeable, and more experienced as a community. Third, it shows that those once outside of our membership are recognizing the value of being a part of VSAE, and we thank each of you for helping to make that happen. Whether you are encouraging others to join or simply making our guests feel welcome, each of you plays an important part in this accomplishment.

SIGs

Initially one of the best kept secrets in terms of professional growth, the Shared Interest Groups, or SIGs, have strengthened noticeably this year. A fantastic opportunity for peer-to-peer learning, sharing commonalities, challenges, and experiences through small group discussion, these gatherings have been something VSAE has focused on in 2016. We will continue to do so in the coming year, and will strengthen and broaden these opportunities for you to engage with other members on a different level than you might otherwise. If you have not taken part in a SIG, I highly recommend you do so.

COMMUNITY SERVICE

Always a value that VSAE has been known for, our service to the larger community has continued in 2016. You have been visible throughout the Richmond area all year long in any number

of ways, you have contributed to the monthly raffle to support different charitable organizations, and in general, you have shown that you care. Our willingness to step up and help is something of which we can all be very proud.

ENERGY

Overall, you may have noticed an elevated level of energy within our membership as a whole. You have turned out in record numbers for a few events throughout the year, we have seen a number of new and returning faces, and generally you have each brought a very positive feeling to the organization over the last eleven months. If you think back, you may realize that you have noticed it. Perhaps the energy came with the new brand for our community, but it has surely continued. With the strategic focus on member engagement, leadership development, and service to the community, 2017 brings a great deal of promise as well.

As the time has come to renew your membership, I hope the decision is an easy one for you. Each of you are an integral part of the membership as a whole, of which we are all so proud. I hope that you look forward to 2017 as much as I do and that you will find new ways to connect and grow through the opportunities VSAE brings in the coming year. Thank you for your membership and for your part in our association community.

RENEWING YOUR MEMBERSHIP

For more information on how membership in VSAE can help you grow professionally and personally, please visit vsae.org. You can also call **Brandon Robinson, CAE** at (804) 249-2234 or write him at brandon@vsae.org.

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ABOUT THE AUTHOR



Carter Lyons is the
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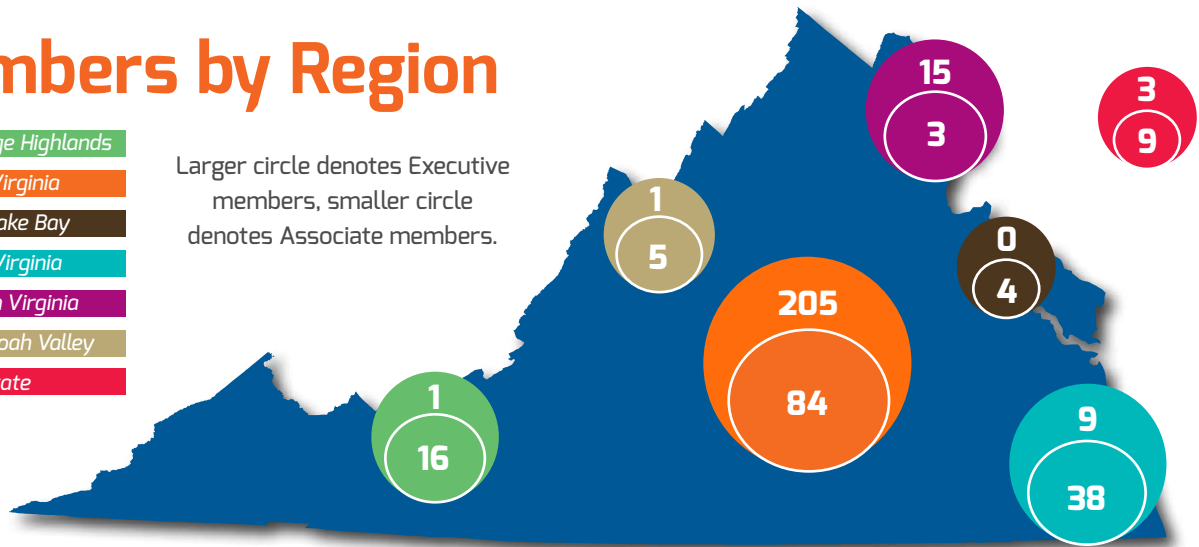
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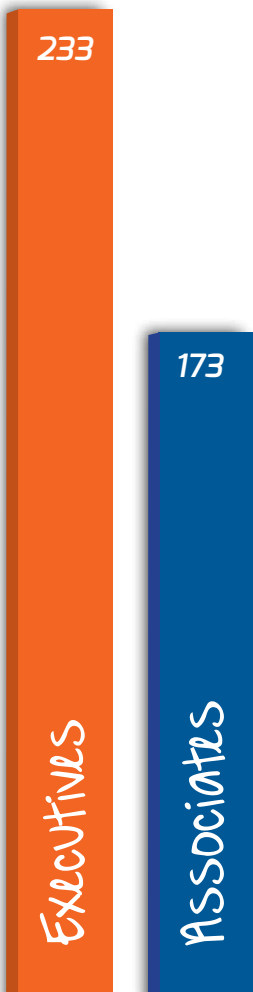
Members by Region

- Blue Ridge Highlands
- Central Virginia
- Chesapeake Bay
- Coastal Virginia
- Northern Virginia
- Shenandoah Valley
- Out of State

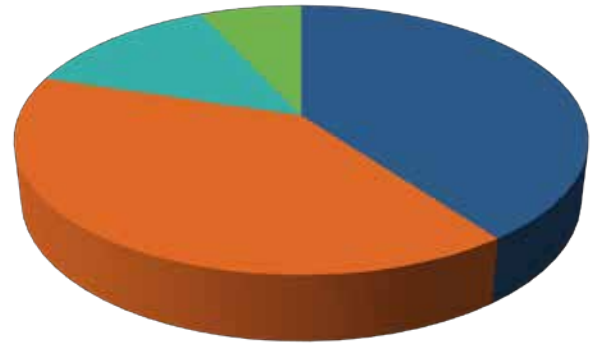
Larger circle denotes Executive members, smaller circle denotes Associate members.



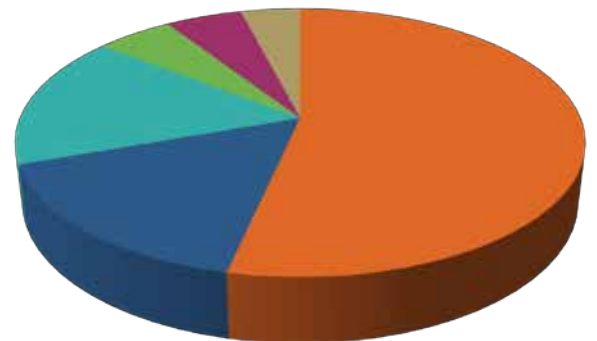
Members by Type



Executive Member Roles



Associate Member Types



SILENT AUCTION DONATIONS As of November 8, 2016

The following companies and individuals have generously donated items to the **VSAE Awards Luncheon & Silent Auction**. To view what they have donated (or to donate something yourself), please visit vsae.org/silentauction.

- Arena Racing USA
- Asset Protection Group, Inc.
- Bizport
- Caesars Entertainment
- Craddock Terry Hotel & Event Center
- Crowne Plaza Hampton Marina
- Crowne Plaza Richmond Downtown
- Davenport & Co., LLC
- DeFazio's Catering
- DoubleTree by Hilton Charlottesville
- DoubleTree by Hilton Rich-Midlo
- DoubleTree by Hilton Virginia Beach
- DoubleTree by Hilton Williamsburg
- Eisenman & Associates, Inc.
- Fort Magruder Hotel & Conf. Ctr.
- Four Points by Sheraton Richmond
- Great Wolf Lodge
- Greater Richmond Conv. Ctr.
- Hilton Garden Inn Virginia Beach Oceanfront
- Hilton Norfolk The Main
- Hilton Virginia Beach Oceanfront
- Holiday Inn & Suites - North Beach
- C. Jerry Homiller CLU
- Inn at Perry Cabin
- Kalahari Resort
- Keswick Hall and Golf Club
- Kingsmill Resort
- Marriott Chesapeake
- Ray Mattes
- mosaic creations
- Newport News Marriott
- Newport News Tourism
- PETS at PLAY
- Powell Kohne Associates, LLC
- The River Trio
- Sheraton Virginia Beach Oceanfront
- Staunton CVB
- The Founders Inn & Spa
- TK Promotions, Inc.
- VA Beer Wholesalers Association
- Virginia Beach CVB
- Virginia Beach Resort Hotel & Conf. Ctr.
- Virginia Business Magazine
- Virginia Tourism Corporation
- Visit Fairfax
- Wyndham Virginia Beach Oceanfront
- Wyndham Virginia Crossings Hotel & Conf. Ctr.

We MUSTACHE You to Donate!



A new twist to the Silent Auction...VSAE has added another way to contribute to VSAE's educational programming and this year's designated charity. Contribute to the **"Shave Rick's Mustache"** fund. If the fund reaches \$1,000, Rick Eisenman's famous mustache will be no more. Donations will be accepted on-site. The \$1,000 mark must be reached and proceeds will be split evenly between VSAE and the Log A Load For Kids Foundation.



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- Virginia Beach CVB

BENEFACTOR

- Greater Richmond Convention Center
- Hilton Richmond Hotel & Spa at Short Pump
- Norfolk Waterside Marriott
- Virginia Beach Resort Hotel & Conference Center

SUPPORTER

- DoubleTree by Hilton Williamsburg
- Hilton Virginia Beach Oceanfront
- The Hotel Roanoke & Conference Center
- Renaissance Portsmouth-Norfolk Waterfront Hotel
- Sheraton Norfolk Waterside Hotel
- Sheraton Virginia Beach Oceanfront Hotel
- VisitNorfolk
- Visit Virginia's Blue Ridge

PATRON

- Asset Protection Group, Inc.
- Boar's Head
- Craddock Terry Hotel
- DoubleTree by Hilton Richmond-Midlothian
- Embassy Suites Hampton Roads Exhibits, Inc.
- The Greenbrier
- Hampton CVB
- Hilton Richmond Downtown
- Keswick Hall & Golf Club
- Marriott Chesapeake
- MemberClicks
- Newport News Marriott at City Center
- Newport News Tourism Development Office
- Omni Charlottesville Hotel
- The Omni Homestead
- Omni Richmond Hotel
- Richmond Marriott Downtown
- Richmond Marriott Short Pump
- Richmond Region Tourism
- Salamander Resort & Spa
- Wyndham Virginia Beach Oceanfront

PARTNER HIGHLIGHT:

When you think of the finest tennis resorts in the U.S., what locations come to mind? Hilton Head? Miami? Scottsdale? Now you can add Virginia Beach to the list, thanks to the Virginia Beach Resort Hotel & Conference Center. Their state-of-the-art Virginia Beach Tennis & Country Club features 30 outdoor and 10 indoor courts with a variety of playing surfaces. It is no wonder the United States Tennis Association named it the Outstanding Indoor Tennis Facility in America for 2013.

The facility is a two-minute drive from the hotel and there is complimentary shuttle service for those staying at the Resort. All guests of the Resort receive a free hour-and-a-half of outdoor tennis time for each day of their stay, and memberships are available for as little as \$10 a day for use of the entire fitness facility. Indoor court time is available for an hourly fee.

AMENITIES DESIGNED FOR YOU

The Resort offers 295 bay-view suites so every guest can enjoy the natural beauty offered by the Chesapeake Bay. Located on a private beach, guests can relax and unwind, rent a paddle board, kayak, or enjoy a number of other activities.

The resort is currently replacing the sleeping room TVs with new flat screen TVs, as well as replacing the carpets in all the suites. Come and enjoy a "suite" deal on the Chesapeake Bay with the best sunsets in all of Virginia Beach.

AWARD-WINNING DINING AWAITS

Once you have worked up an appetite, the award-winning TradeWinds Restaurant serves breakfast, lunch, and dinner. These awards are a string of accolades that include the Best She-Crab Soup, the Best Deck Dining, and the Best of Virginia Beach Sunday Brunch in Eastern Regional Virginia by *Virginia Living Magazine*.

FLEXIBLE MEETING SPACE

The Resort also offers 16,000 square feet of flexible meeting space. The convenient conference space and professional service is ideal for groups of 10 to 300 people.

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VIRGINIA BEACH RESORT HOTEL & Conference Center



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AROUND THE COMMONWEALTH



C. Jeff Bunn, Sales Manager at the **Chesapeake CVB** was re-elected for a fourth term to the Chesapeake School Board and elected as Chairman of the School Board. Chesapeake Public Schools is one of the largest school divisions in the Commonwealth with over 39,000 students. Jeff has served in the Tourism industry for over 15 years.

The **Inn at Perry Cabin by Belmond** has recently won two awards: *Conde Nast Traveler's* Top Hotels in New York State and The Mid-Atlantic Readers' Choice Award 2016 and Most Iconic Hotel in Maryland by Thrillst.com.

The **Virginia Beach Convention & Visitors Bureau** and the **Hampton Convention & Visitors Bureau** have each won the prestigious Platinum Choice Award from *Smart Meetings*.

Steve Yeakel, CAE was elected Treasurer of the Council of Community Bank Associations, the organization that represents the leadership of the 25 state associations dedicated exclusively to community banks. His election does not informally initiate a progression through leadership chairs, but is rather, for better and for worse, a life appointment.

WELCOME NEW MEMBERS

ASSOCIATES

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